



U.S. Department
of Transportation
**Federal Aviation
Administration**

ADMINISTRATOR'S FACT BOOK

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FAA VISION

To provide the safest, most efficient and responsive aerospace system in the world, and to be the best Federal employer, continuously improving service to customers and employees.

FAA Mission

FAA provides a safe, secure, and efficient global aerospace system that contributes to national security and the promotion of US aerospace safety.

As the leading authority in the international aerospace community, FAA is responsive to the dynamic nature of customer needs, economic conditions, and environmental concerns.

FAA VALUES

We Believe in

- ☆ *Trust*
- ☆ *Integrity*
- ☆ *Honesty*
- ☆ *Involvement*
- ☆ *Teamwork*
- ☆ *Diversity*
- ☆ *Respect*

We Are Committed To

- ☆ *Responsiveness*
- ☆ *Quality*
- ☆ *Timeliness*
- ☆ *Fiscal Responsibility*
- ☆ *Accountability*
- ☆ *Communication*

We Will Achieve These Values By

- ☆ *Giving people what they need, then letting them do their jobs.*
- ☆ *Making timely decisions at the lowest level and respecting them.*
- ☆ *Committing our best to our customers.*
- ☆ *Valuing our people.*
- ☆ *Being open to new ideas.*
- ☆ *Speaking out for what we believe, even when it is unpopular.*
- ☆ *Recognizing each person's contributions and realizing each person's full potential.*
- ☆ *Collaborating across organizations.*
- ☆ *Taking pride in what we do.*

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For further information call APF-100 (202-267-9946)

*Updated this issue

Distribution: A-WXYZE-3; A-FOF-O(STD)

Aviation Accidents by Type of Operation

Type of Operation	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Large Air Carrier	1999	3	5	4	2	5	7	6	3	7	5	3	2	52
	2000	2	7	7	5	4	2	3	5	6				41
Commuter	1999	0	0	1	2	0	1	0	0	2	4	0	3	13
	2000	0	3	3	0	1	1	0	1	2				11
Air Taxi	1999	6	7	7	10	0	8	3	11	7	5	6	7	77
	2000	5	5	6	6	7	4	9	10	9				61
General Aviation	1999	92	98	118	144	223	199	244	236	200	140	103	115	1,912
	2000	90	108	128	159	174	191	245	214	160				1,469
Rotorcraft*	1999	9	15	12	15	9	31	18	19	25	19	16	11	199
	2000	14	12	17	18	22	20	22	14	12				151

* Part 135 and US registered general aviation rotocraft accidents.

Note: Preliminary data and subject to change.

As of: 10/16/00

Source: AAI-200

267-3279

Aviation Accident Rates by Type of Operation

Type of Operation	1996		1997		1998		1999		% Chg 97-98	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Large Air Carriers.....	38	.28	48	.31	50	.29	52	.29	4%	0%
Commuter.....	11	.40	16	1.60	8	2.30	13	4.80	63%	109%
Air Taxi.....	90	4.44	83	3.64	78	3.03	77	2.71	-1%	-11%
General Aviation.....	1,907	7.67	1,855	7.28	1,908	7.12	1,912	7.03	0%	-1%

Accident Rates are per 100,000 Flight Hours

Rotocraft rates discontinued, currently under review.

Note: Preliminary data and subject to change.

As of: 10/16/00

Source: AAI-200

267-3279

Airspace Incidents by Incident Type

Incident Type	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Near Midair Collisions	1999	21	18	23	19	18	22	24	31	22	24	20	15	257
	2000	14	16	25	17	24	19	27	24	21				187
Pilot Deviations	1999	114	109	112	127	128	140	181	135	136	171	131	145	1,629
	2000	125	155	185	180	204	178	172	186	145				1,530
Operational Errors	1999	60	68	86	81	76	74	94	97	77	104	70	105	992
	2000	65	85	102	93	115	115	108	92	N/A				775
Vehicle Pedestrian Deviations	1999	21	18	33	30	28	35	40	46	47	49	23	31	401
	2000	44	42	38	51	46	62	48	44	55				430
Surface Incidents	1999	67	52	68	77	84	90	112	100	109	115	77	96	1,047
	2000	87	105	115	121	138	147	124	127	N/A				964
Runway Incursions*	1999	28	21	17	22	29	28	39	23	33	24	25	32	321
	2000	24	24	36	33	39	44	41	48	32				321

Note: Preliminary data and subject to change.

N/A: Not available at time of update.

Source: ATX-400

267-9630

As of: 10/05/00

*ATS-20

*As of: 10/05/00

493-4307

Airspace Incident Rates by Incident Type

Incident Type	Percent Change									
	1996		1997		1998		1999		1998 - 1999 (4)	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Operational Errors (1).....	791	.53	790	.51	894	.56	992	.61	11%	9%
Pilot Deviations (2).....	1,275	.86	1,494	.97	1,591	1.00	1,629	.99	2%	-1%
Surface Incidents (3)	692	1.12	813	1.26	832	1.26	1,047	1.52	26%	21%
Runway Incursions (3)*...	275	.45	292	.45	325	.49	321	.47	-1%	-4%

(1) Per 100,000 Facility Activities

(2) Per 100,000 Flight Hours

(3) Per 100,000 Airport Operations

(4) Calculations use fifteen decimal places for rates (rounded two places for display).

Note: Preliminary data subject to change.

As of: 10/05/00

*As of 10/05/00

Source: ATX-400

267-9630

*ATS-20

493-4307

Worldwide Hijackings

Incidents	Jan-Sep 2000	CY 1999	CY 1998	CY 1997
U.S. Sched. Air Carrier Aircraft.....	0	0	0	0
U.S. General Aviation Aircraft.....	0	0	0	0
Foreign Aircraft.....	14	12	9	11

Preliminary data.

As of: 9/30/00

Source: ACI-200

267-3483

National Transportation Safety Board

1998-1999 U.S. Transportation Fatalities

	1998	1999 ¹
Highway		
Passenger cars.....	21,141	20,771
Light Trucks and Vans.....	10,665	11,208
Pedestrians.....	5,228	4,906
Motorcycles.....	2,292	2,471
Pedalcycles.....	757	746
Medium and heavy trucks.....	739	755
Buses.....	38	58
All Other.....	641	696
Total.....	41,501	41,611
Grade Crossings ²	(431)	(432)
Rail		
Intercity		
Trespassers and Nontrespassers..... ³	601	530
Employees and Contractors.....	34	43
Passengers on trains.....	4	14
Light and commuter rail..... ⁴⁻⁵	192	218
Total.....	831	805
Marine		
Recreational Boating.....	815	729
Cargo Transport.....	52	42
Commercial fishing..... ⁶	66	46
Commercial Passengers.....	17	36
Total.....	950	853
Aviation		
General Aviation.....	623	628
Airlines.....	1	12
Air Taxi.....	48	38
Commuter.....	0	12
Foreign/Unregistered..... ⁷	16	1
Total.....	688	691
Pipeline		
Gas.....	17	22
Liquids.....	1	4
Total.....	18	26
GRAND TOTAL.....	43,988	43,986

¹ 1999 figures are preliminary estimates supplied by modal agencies within DOT.

² Grade crossing fatalities are not counted as a separate category for determining the grand totals because they are included in the highway and rail categories, as appropriate.

³ Does not include motor vehicle occupants killed at grade crossings.

⁴ 1998 figure includes heavy rail fatalities (54) reported by the Federal Transit Administration (FTA).

⁵ Fatalities reported to the FTA for commuter rail operations may also be reported to the Federal Rail Administration and included in the intercity railroad fatalities.

⁶ Refers to only operational fatalities.

⁷ Includes non-U.S. registered aircraft involved in accidents in the U.S.

Air Traffic

FAA Air Traffic Activity (In Thousands)

Aircraft Handled by FAA ARTCC's	Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999
Air Carrier.....	16,725	16,128	24,324
Air Taxi.....	5,427	5,175	7,822
General Aviation.....	5,905	5,893	8,769
Military.....	2,870	2,716	4,021
TOTAL....	30,927	29,912	44,936

Airport Operations

Logged by FAA Towers

Air Carrier.....	9,931	9,675	14,591
Air Taxi.....	6,158	6,211	9,177
General Aviation.....	17,754	19,546	28,658
Military.....	1,375	1,464	2,148
TOTAL....	35,218	36,896	54,574

Instrument Operations

Logged by FAA Towers

Air Carrier.....	10,889	10,586	16,002
Air Taxi.....	7,470	7,473	11,104
General Aviation.....	13,908	13,822	20,732
Military.....	2,338	2,345	3,456
TOTAL....	34,605	34,226	51,294

Flight Services

Logged by:

Flight Service Stations.....	581	575	803
Automated Flight Service Stations.....	19,771	23,118	33,028
TOTAL....	20,352	23,693	33,831

*Preliminary
As of: 8/31/00

Source: APO-130
267-9942

Air Route Traffic Control Center Activity

CY 99 Rank	Center	Aircraft Handled (000's)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999
1	Cleveland, OH.....	2,140	2,074	3,147
2	Chicago, IL.....	1,946	1,894	2,868
3	Atlanta, GA.....	1,980	1,881	2,842
4	New York, NY.....	1,941	1,869	2,827
5	Washington, DC.....	1,845	1,761	2,657
6	Indianapolis, IN.....	1,797	1,746	2,637
7	Jacksonville, FL.....	1,554	1,487	2,200
8	Kansas City, KS.....	1,474	1,461	2,191
9	Fort Worth, TX.....	1,497	1,454	2,188
10	Memphis, TN.....	1,492	1,449	2,181
11	Miami, FL.....	1,499	1,482	2,157
12	Minneapolis, MN.....	1,437	1,417	2,125
13	Los Angeles, CA.....	1,447	1,390	2,097
14	Albuquerque, NM.....	1,453	1,377	2,079
15	Houston, TX.....	1,407	1,366	2,035
16	Boston, MA.....	1,270	1,237	1,860
17	Denver, CO.....	1,161	1,118	1,668
18	Oakland, CA.....	1,124	1,081	1,631
19	Seattle, WA.....	977	962	1,435
20	Salt Lake City, UT.....	1,040	941	1,432
21	Anchorage, AK.....	380	398	576
22	Guam **	65	68	102

*Preliminary

**Center Radar Approach Control (CERAP)

Source: APO-130
267-3350

As of: 7/31/00

50 Busiest FAA Airport Traffic Control Towers

CY 99 Rank	Tower and State	Airport Operations (000's)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999
1	Atlanta International, GA.....	615	602	910
2	Chicago/O'Hare Int'l., IL.....	602	594	897
3	Dallas/Ft. Worth Int'l., TX.....	581	573	867
4	Los Angeles Int'l, CA.....	516	515	779
5	Van Nuys, CA.....	334	396	599
6	Phoenix Sky Harbor Int'l, AZ.....	425	373	564
7	Detroit Metro Wayne Co., MI.....	375	373	560
8	Las Vegas/McCarran Int'l, NV.....	353	351	543
9	Metropolitan Oakland Int'l.....	301	336	524
10	Miami International, FL.....	350	352	517
11	Minneapolis-St. Paul Int'l, MN.....	337	352	510
12	Boston/Logan Int'l, MA.....	340	334	502
13	Lambert-St. Louis Int'l, MO.....	326	337	501
14	Denver International, CO.....	353	335	501
15	Long Beach/Daugherty, CA.....	261	340	499
16	Washington Dulles Int'l, VA.....	328	312	483
17	Philadelphia Int'l, PA.....	321	319	480
18	Covington/Cincinnati Int'l, KY.....	323	313	476
19	Santa Ana/John Wayne, CA.....	264	317	471
20	Houston/G Bush Intercont'l, TX.....	326	307	463
21	Newark International, NJ.....	304	308	463
22	Charlotte/Douglas Int'l, NC.....	307	294	445
23	San Francisco Int'l, CA.....	291	292	440
24	Pittsburgh International, PA.....	299	289	438
25	Denver/Centennial.....	281	291	436

*Preliminary ¹ Missing 2000 data

Source: APO-130
267-3350

As of: 8/31/00

50 Busiest FAA Airport Traffic Control Towers

CY 99 Rank	Tower and State	Airport Operations (000's)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999
26	Seattle Tacoma Int'l, WA.....	300	289	434
27	Memphis International, TN.....	253	247	375
28	Salt Lake City Int'l, UT.....	247	247	369
29	La Guardia, NY.....	249	244	368
30	Orlando International, FL.....	247	244	364
31	Orlando/Sanford, FL.....	250	246	363
32	Daytona Beach, FL.....	257	258	363
33	John F. Kennedy Int'l, NY.....	239	237	356
34	Pontiac/Oakland Co. Int'l, MI ¹	193	225	347
35	Honolulu International, HI.....	231	232	346
36	Fort Worth Meacham, TX.....	210	223	338
37	Prescott/E. A. Love Field, AZ.....	210	213	337
38	Washington National, DC.....	228	222	335
39	Seattle/Boeing Field, WA.....	253	220	327
40	Portland International, OR.....	215	215	322
41	Cleveland Hopkins Int'l, OH.....	225	210	321
42	Anchorage International, AK.....	225	217	311
43	San Jose International, CA.....	201	207	305
44	Baltimore/Wash. Int'l, MD.....	204	201	303
45	Chicago Midway, IL.....	202	197	298
46	Carlsbad/McClellan Pal., CA.....	172	199	292
47	Raleigh/Durham Int'l, NC.....	195	191	291
48	Phoenix-Deer Valley, AZ ¹	217	184	262
49	Fort Lauderdale/Hollywood, FL.....	198	191	281
50	Tucson International, AZ.....	168	189	279

50 Busiest Radar Approach Control Facilities

CY 99 Rank	Facilities/State	Instrument Ops (000s)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999
1	Southern Calif. TRACON, CA.....	1,649	1,533	2,333
2	New York TRACON, NY.....	1,380	1,383	2,075
3	Dallas/Ft Worth, TRACON, TX.....	938	908	1,382
4	Chicago TRACON, IL.....	935	900	1,363
5	Atlanta International, GA.....	774	751	1,139
6	Bay TRACON, CA.....	715	711	1,072
7	Miami International, FL.....	674	667	982
8	Houston TRACON, TX.....	573	560	845
9	Detroit TRACON, MI.....	520	523	787
10	Washington Dulles Int'l, VA.....	502	484	744
11	Phoenix TRACON, AZ.....	512	484	734
12	Philadelphia International, PA.....	458	459	691
13	Minneapolis TRACON, MN.....	474	457	690
14	Denver TRACON, CO.....	481	457	681
15	Las Vegas TRACON, NV.....	456	438	678
16	St Louis TRACON, MO.....	424	434	650
17	Orlando International, FL.....	443	433	641
18	Boston TRACON, MA.....	427	412	619
19	Washington National, DC.....	418	404	612
20	Covington/Cincinnati Int'l, KY.....	412	399	607
21	Seattle/Tacoma TRACON, WA ¹	354	402	601
22	San Juan CERAP, PR.....	426	403	589
23	Tampa International, FL.....	405	392	579
24	Daytona Beach Int'l, FL.....	429	396	573
25	Charlotte/Douglas Int'l, NC.....	387	370	562

* Preliminary ¹Missing 2000 data

Source: APO-130
267-3350

As of: 8/31/00

50 Busiest Radar Approach Control Facilities

CY 99 Rank	Facilities/State	Instrument Ops (000's)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999
26	Salt Lake City TRACON, UT.....	387	372	554
27	Pittsburgh International, PA.....	370	361	546
28	Baltimore-Washington Int'l, MD.....	354	354	535
29	Jacksonville Int'l, FL.....	332	347	506
30	Honolulu CERAP, HI.....	343	342	505
31	Memphis International, TN.....	316	302	462
32	Sacramento RAPCON, CA ¹	261	297	449
33	San Antonio Int'l, TX.....	302	291	443
34	Cleveland Hopkins Int'l, OH.....	290	269	412
35	Yankee TRACON, CT.....	258	264	395
36	Dayton International, OH.....	253	255	389
37	Port Columbus Int'l, OH.....	265	250	380
38	Portland TRACON, OR.....	259	251	376
39	Corpus Christi, TX.....	266	251	368
40	Raleigh-Durham Int'l, NC.....	247	241	367
41	Indianapolis Int'l, IN.....	239	239	362
42	Pensacola TRACON, FL.....	243	236	358
43	Palm Beach International, FL.....	259	235	350
44	Honolulu International, HI.....	245	230	350
45	Austin, TX.....	231	223	342
46	Milwaukee/Gen Mitchell Intl, WI.....	232	228	342
47	Kansas City International, MO.....	223	228	341
48	Anchorage TRACON, AK.....	238	222	326
49	Oklahoma City/Will Rogers, Ok.....	196	211	320
50	Richmond International, VA.....	192	213	318

Automated Flight Service Stations Activity

CY 99 Rank	AFSS/State	Flight Services (000's)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999*
1	Miami AIFSS, FL.....	816	929	1,332
2	St. Petersburg, FL.....	813	801	1,166
3	Lansing, MI ¹	320	639	929
4	Fort Worth, TX.....	549	606	867
5	Seattle, WA.....	456	530	760
6	Terre Haute, IN ¹	218	521	751
7	Bridgeport, CT.....	526	508	737
8	Columbia, MO.....	481	507	732
9	Raleigh, NC.....	455	505	732
10	Kankakee, IL ¹	198	498	715
11	Denver, CO.....	420	488	698
12	Princeton, MN ¹	333	484	694
13	Macon, GA ¹	386	482	691
14	Leesburg, VA.....	440	459	671
15	Green Bay, WI ¹	132	460	667
16	Prescott, AZ.....	489	441	645
17	San Angelo, TX.....	408	431	629
18	Anderson, SC.....	389	424	828
19	Gainesville, FL ¹	219	452	532
20	Millville, NJ.....	392	405	601
21	Williamsport, PA.....	401	398	598
22	Anniston, AL.....	361	401	528
23	Conroe, TX.....	351	393	563
24	Oakland AIFSS, CA.....	361	375	555
25	Dayton, OH ¹	153	404	540
26	Kenai AIFSS, AK.....	377	381	536
27	Altoona, PA.....	339	341	508
28	Mc Alester, OK ¹	280	352	499
29	Albuquerque, NM.....	316	324	479
30	Nashville, TN.....	269	337	470

* Preliminary ¹ Missing 2000 data

Source: APO-130
267-3350

Automated International Flight Service Station--AIFSS

As of: 8/31/00

Automated Flight Service Stations Activity

CY 99 Rank	AFSS/State	Flight Services (000's)		
		Jan-Aug 2000*	Jan-Aug 1999	Jan-Dec 1999*
31	Cleveland, OH ¹	168	313	463
32	Riverside, CA.....	294	320	463
33	Hawthorne, CA.....	266	316	458
34	Wichita, KS.....	286	316	457
35	Jonesboro, AR.....	285	301	433
36	Burlington, VT.....	280	275	405
37	Rancho Murieta, CA.....	270	267	398
38	San Diego, CA.....	244	266	381
39	Mc Minnville, OR ¹	226	263	379
40	Fort Dodge, IA.....	244	260	376
41	St. Louis, MO.....	255	251	369
42	De Ridder, LA.....	233	250	362
43	Cedar City, UT.....	253	243	353
44	Louisville, KY ¹	194	239	323
45	Bangor, ME.....	240	235	348
46	Buffalo, NY.....	213	231	337
47	Islip AIFSS, NY.....	226	233	332
48	Columbus, NE.....	244	213	328
49	San Juan AIFSS, PR ¹	144	213	323
50	Reno, NV.....	275	219	320
51	Grand Forks, ND ¹	133	207	308
52	Greenwood, MS.....	181	196	286
53	Huron, SD ¹	95	188	269
54	Elkins, WV.....	180	182	267
55	Great Falls, MT.....	183	182	264
56	Jackson, TN.....	165	183	260
57	Fairbanks, AK.....	151	153	221
58	Honolulu, HI.....	147	144	215
59	Boise, ID.....	134	136	195
60	Casper, WY.....	129	137	193
61	Juneau, AK.....	111	110	149

Airports

Number of U.S. Airports ¹ (As of December 31)

	1999	1998	1997
Total Airports.....	19,098	18,770	18,345
Public Use Airports.....	5,324	5,352	5,357
# with Paved Runways.....	3,949	3,970	3,963
# with Unpaved Runways.....	1,375	1,382	1,394
# with Lighted Runways.....	4,051	4,005	3,999
# with Unlighted Runways.....	1,273	1,347	1,358
Private Use Airports.....	13,774	13,418	12,988
# with Paved Runways.....	4,384	4,451	4,285
# with Unpaved Runways.....	9,390	8,967	8,703
# with Lighted Runways.....	918	840	833
# with Unlighted Runways.....	12,856	12,578	12,155
Public use airports abandoned.....	17	24	25
Private use airports abandoned.....	109	92	83
Certificated Airports*.....	655	660	660
Civil	565	566	566
Military	90	94	94

¹ Includes civil and joint-use civil-military airports, heliports, STOLports, and seaplane bases in the U.S. and its territories.

² Preliminary

* Certificated airports serve Air Carrier Operations with aircraft seating more than 30 passengers. (FAR Part 139).

Source: AAS-330
267-8752

As of: 12/31/99

National Airspace Total System Delays

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Total
2000	26,015	27,208	32,205	35,332	36,570	50,114	44,430	47,893	43,357				343,124
1999	24,345	19,851	23,180	34,046	39,533	41,602	45,162	37,189	32,833	28,223	23,330	24,822	374,116
1998	27,623	24,855	24,159	22,563	29,187	37,093	25,672	30,549	20,194	23,988	20,439	19,912	306,234 r/
1997	21,588	15,856	15,055	17,453	19,177	25,068	26,193	24,816	19,388	17,812	22,337	20,516	245,259 r/
1996	25,082	18,955	18,598	19,303	22,200	29,776	25,544	24,203	25,422	21,452	17,294	23,678	271,507 r/

Delays of 15 minutes or longer
r/ Revised

As of: 10/15/00

Source: ATT-220
703-904-4470

Aircraft

U.S. Air Carrier Activity

	CY 1999	CY 1998	CY 1997
Total Number of Aircraft¹.....	19,145	18,754	17,990
Type of Carrier			
Domestic, flag, supplemental, scheduled, cargo air carriers, and commercial	7,094	6,959	6,681
Commuter Air Carriers and Air	12,051	11,795	11,309
Total Number of Aircraft¹.....	19,145	18,754	17,990
Type of Aircraft			
Jet.....	7,270	6,865	6,464
Turboprop.....	3,740	3,535	3,207
Piston.....	5,757	6,065	6,167
Rotary	2,378	2,289	2,152
Air Carrier Traffic Statistics² (Millions)*			
Passenger miles	668,169	635,517	605,434
Passenger	635	613	599
Ton	86,800	82,304	81,057
Aircraft miles	6,161	5,838	5,679
Passenger load factor ³			
Domestic.....	68.9%	70.0%	69.1%
International.....	74.4%	72.8%	74.1%

¹ Source: Vital Information System

² Includes domestic and international scheduled service, of Certificated Route Air Carriers only.

³ Proportion of aircraft seating capacity that is sold.

As of: 12/31/99

Source: AFS-40

267-3433

*BTS (K-25)

366-8513

U.S. General Aviation and Air Taxi Activity

(Calendar Years)

	Estimated Active Aircraft (thousands)		Estimated Hours Flown (Millions)	
	1998	1997	1997	1997
Total	204.7	192.4	28.1	27.7
By Type Aircraft				
Piston.....	163.0	156.1	20.4	20.7
Turboprop.....	6.2	5.6	1.8	1.7
Jet.....	6.1	5.2	2.2	1.7
Rotary Wing.....	7.4	6.8	2.3	2.1
Other.....	5.6	4.1	0.3	0.2
Experimental.....	16.5	14.7	1.1	1.3
By Type Flying				
Public Use**	4.0	4.1	1.4	1.1
Corporate.....	11.3	10.4	3.2	2.9
Business.....	32.6	27.7	3.5	3.0
Personal.....	124.3	115.6	9.8	9.6
Instructional.....	11.4	14.7	4.0	5.0
Air Taxi.....	4.9	4.8	2.4	2.0
Aerial Application.....	4.6	4.9	1.3	1.6
Aerial Observation.....	3.2	3.3	0.8	1.3
Sight Seeing.....	0.7	0.7	0.2	0.1
Air Tours.....	0.3	0.2	0.2	0.1
External Load.....	0.3	0.2	0.2	0.1
Other Work Use.....	1.1	0.7	0.3	0.1
Other.....	6.0	5.3	0.9	0.8

As of: 12/31/98

Source: APO-110
493-4236

Aircraft Certification Service

Aircraft Certification Mission and Program Profiles

	FY 2000	FY 1999
Type Certificates/Supplemental Type Certificates Issued.....	1,680	1,790
Other Design Approvals Issued.....	5,975	5,960
Production Approvals (Including Amendments) Issued.....	2,770	2,720
Airworthiness Certificates Issued.....	2,850	2,820
New Airworthiness Directives (AD) Issued.....	510	474
New Designees (Representative of the Administrator) Appointed.....	959	1,195
Total Active Designees.....	4,384	4,594

As of: 9/30/00

Source: AIR-503
267-7260

Active Pilots and Nonpilots (As of 31 December)

	1999		1998	
	Total	Women	Total	Women
Pilot-Total.....	635,472	35,762	618,298	35,762
Student.....	97,359	11,191	97,736	11,289
Private.....	258,749	15,171	247,226	14,152
Commercial.....	124,261	5,720	122,053	5,366
Airline Transport.....	137,642	4,126	134,612	3,848
Other ¹	17,461	1,165	16,671	1,107
Nonpilot-Total².....	549,588	15,380	549,588	15,380
Mechanic.....	340,402	4,722	336,670	4,483
Repair Men/Women.....	35,989	1,582	52,909	1,940
Ground Instructor.....	10,447	5,016	70,334	4,904
Flight Engineer.....	63,591	1,841	63,700	1,841
Other ³	25,975	2,389	25,975	2,212
Flight Instructor.....	79,171	5,028	79,171	4,926

¹ Includes helicopter (only) & glider (only), and recreational pilot certificates.

² Excludes non-pilots 70 years old or over in all certificate types except flight engineers and flight navigators.

³ Includes flight navigators, parachute riggers, and dispatchers.

As of 12/31/99

Source: APO-110
267-3352

Industry Trends

Scheduled U.S. Air Carrier Traffic and Financial Trends

	Oct-Jun FY 2000	Oct-Jun FY 1999	Numerical Change	Percent Change
TRAFFIC				
ASM'S (in millions)				
Majors.....	656,559	627,229	29,330	4.7
Nationals.....	41,396	37,499	3,897	10.4
Regionals.....	711	1,681	(970)	(57.7)
Totals.....	698,666	666,409	32,257	4.8
RPM's (in millions)				
Majors.....	469,158	440,066	29,092	6.6
Nationals.....	26,997	24,225	2,772	11.4
Regionals.....	343	817	(474)	(58.0)
Totals.....	496,498	465,108	31,390	6.7
Load Factor (in percent)				
Majors.....	71.5	70.2	1.3	
Nationals.....	65.2	64.6	0.6	
Regionals.....	48.2	48.6	(0.4)	
Totals.....	71.1	69.8	1.3	
FINANCIAL				
Revenues (in millions)				
Majors.....	\$84,204	\$77,521	\$6,683	8.6
Nationals.....	8,539	7,972	567	7.1
Regionals.....	516	542	(26)	(4.8)
Totals.....	\$93,259	\$86,035	7,224	8.4
Expenses (in millions)				
Majors.....	\$79,437	\$72,037	\$7,400	10.3
Nationals.....	8,111	7,328	783	10.7
Regionals.....	535	553	(18)	(3.3)
Totals.....	\$88,083	\$79,918	8,165	10.2
Operating Profit/Loss (in millions)				
Majors.....	\$4,767	\$5,484	(\$717)	
Nationals.....	428	644	(216)	
Regionals.....	(19)	(11)	(8)	
Totals.....	\$5,176	\$6,117	(\$941)	

Source: APO-110

493-4236

As of: 10/17/00

U.S. Commercial Space Transportation Financial Trends

	CY 97	CY 98	CY 99 (Projected)
Commercial Launch Revenues (in Millions)			
Small Launch Vehicles	\$55	NA	NA
Large Launch Vehicles	\$885	NA	NA
TOTAL	\$940	\$1,119	\$1,300

NA - not available

As of: 4/16/99

Source: AST-200
267-8308

Aviation Forecasts

Actual Forecast
FY 1999 FY 2003

FAA FACILITY WORKLOAD

Aircraft Handled by FAA ARTCC's (Millions)	44.7	49.0
Air Carrier.....	24.0	26.9
Air Taxi/Commuter.....	7.7	8.5
General Aviation.....	8.8	9.6
Military.....	4.1	4.1
Operations Logged by FAA Towers (Millions)		
Airport.....	68.2	73.9
Instrument.....	51.8	56.5
Flight Services Logged by Flight Services Stations (Millions)		
	32.4	32.2

CIVIL AVIATION ACTIVITY

Certificated Route Air Carrier

Revenue Passenger Enplanements (Millions)....	629.4	713.3
Revenue Passenger Miles (Billions).....	642.8	756.8

Air Carrier Aircraft.....	5,668	6,856
----------------------------------	--------------	--------------

General Aviation Estimated

Hours Flown (Millions)*.....	29.8	32.7
Active Aircraft (Thousands)*.....	206.5	215.1

ESTIMATED FUEL CONSUMED BY U.S. DOMESTIC CIVIL AVIATION (Millions of Gallons)

Jet Fuel

Air Carrier.....	19,429	22,287
General Aviation.....	888	1,191

Aviation Gas

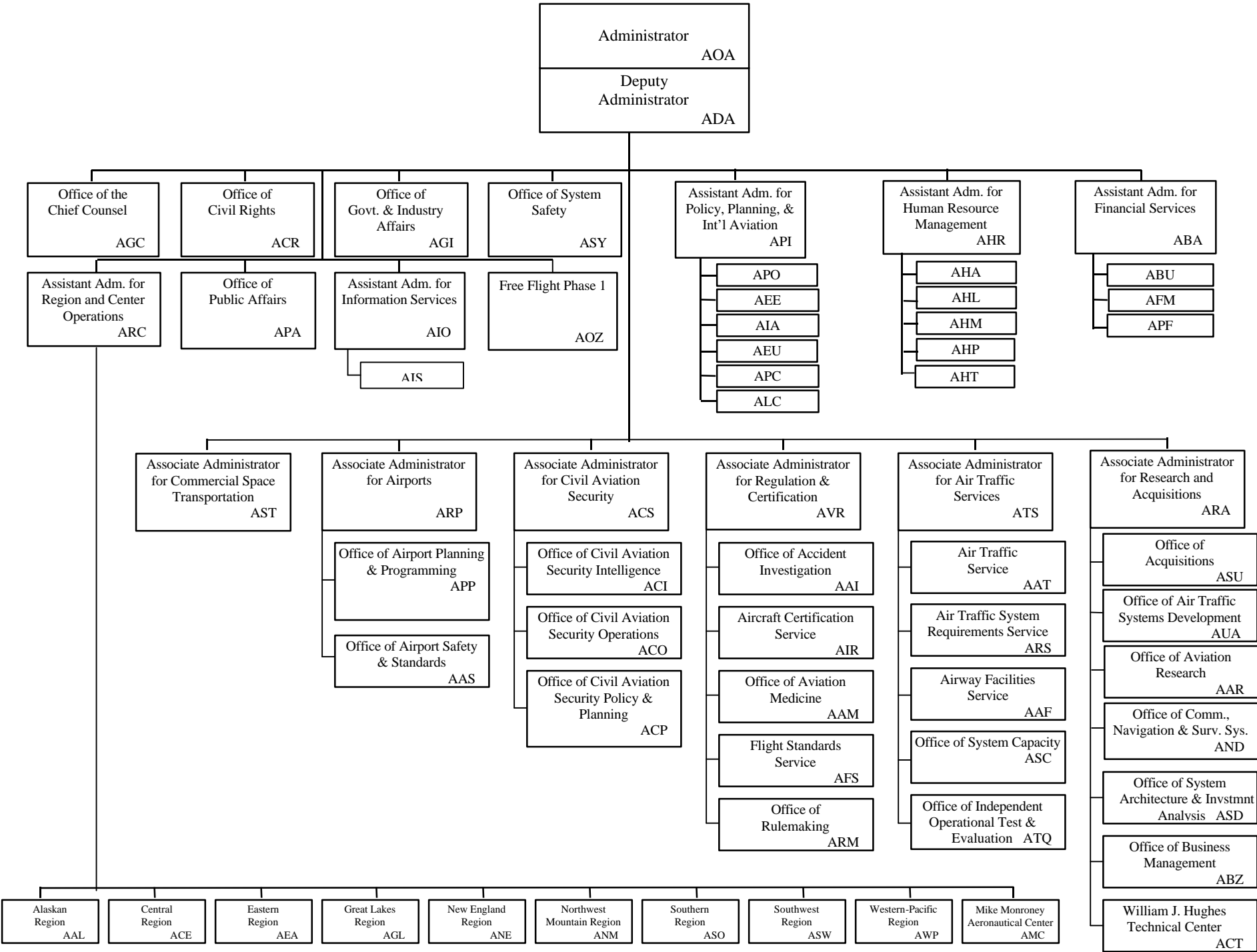
Air Carrier.....	2	2
General Aviation.....	313	331

Active Pilots (Thousands)*	640.1	702.8
---	--------------	--------------

*Calendar Year
As of: 3/2000

Source: APO-110
493-4236

FEDERAL AVIATION ADMINISTRATION



The Associate Administrator for Commercial Space Transportation

Since its establishment in 1984, the primary responsibilities of the Associate Administrator for Commercial Space Transportation (AST) have been to regulate the US commercial space transportation industry and license commercial launches to protect public health and safety, safety of property, national security, and foreign policy interests of the US. The Office is also responsible for encouraging, facilitating and promoting commercial launches by the private sector and for regulating non-federal or commercial space launch sites.

Licenses to conduct commercial launches are granted to commercial launch providers who demonstrate evidence of compliance with all safety regulations and other requirements for conducting commercial space launch activities. Licensees must also have sufficient insurance or financial resources to cover any probable losses from a launch mishap.

Licensed commercial launches are currently conducted at federal launch sites including Cape Canaveral Air Station, Florida; Vandenberg Air Force Base, California; Wallops Flight Facility, Wallops Island, Virginia; and White Sands Missile Range, New Mexico. Four non-federal or commercial sites are now licensed and operational to allow licensed commercial launches and other launch operations. They are the California Spaceport, located at Vandenberg Air Force Base; Spaceport Florida Authority, located at Cape Canaveral; the Virginia Space Flight Center, located on Wallops Island, Virginia; and the Kodiak Launch Complex, located on Kodiak Island, Alaska. The state of New Mexico has a proposal for the development of the Southwest Regional Spaceport in south central New Mexico.

AST Programs and Initiatives

Regulatory and Safety Program

- Licensing, Rulemaking, Insurance Determinations/Risk Assessment, Environmental Compliance, Standards, Compliance Monitoring, Enforcement, Safety Research, Reentry Spacecraft and Operations.

Other Programs and Initiatives

- Launch Technology Development, Customer Service, Industry and Market Analysis, Federal Space Policy Development, International Launch Trade Policy, Community and Educational Outreach

Research Areas

- Flight Safety, Launch Sites, Payload Safety, Standards, GPS, Environmental Issues, Space Safety including Orbital Debris.

World Wide Web Address:

<http://AST.faa.gov/>

U.S. Commercial Space Transportation Activity and AST Licensing

FY 1998	FY 1999	FY 2000 (Projected)
------------	------------	---------------------------

Licensed Commercial Launches

TOTAL	22	18	16
Number of Orbital Launches	22 ¹	18	15
Number of Sub-Orbital Launches	0	0	1

By Launch Vehicle Type

Delta Family (Boeing Company)	11	7	2
Atlas Family (Lockheed Martin)	5	5	5
Pegasus (Orbital Sciences Corp.)	4	2	3
Athena 1&2 (Lockheed Martin)	1	3	0
Taurus (Orbital Sciences Corp.)	1	0	4
Zenit (KB Yuzhnoye, Ukraine)	0	1	1
Sassy Flea (Soc. of Amateur Sci.)	0	1	1

By Payload Type

GEO ² Communications Satellites	9	8	7
LEO ³ Communications Satellites	11	5	4
Scientific Satellites	0	3	3
Remote Sensing Satellites	2	3	0
Mirogravity Satellites	0	0	1
Mass Simulator	0	1	1

By Launch Site (Federal)

Cape Canaveral Air Station, FL	11	13	7
Vandenberg AFB, CA	8	4	3
Wallops Flight Facility, VA	3	0	1
White Sands Missile Range, NM	0	0	0
Kwajalein Missile Range	0	1	1

By Launch Site (Commercial)

California Spaceport	0	0	0
Spaceport Florida Authority	1	0	0
Virginia Space Flight Center	0	0	0
Pacific Ocean Platform	0	1	4

Number of Licenses

New	1 ⁴	3	5
Renewal	2	4	1
Amendments	6	18	TBD

¹ Includes one Lunar orbital mission: the Lunar Prospector on a Lockheed Martin Athena Rocket, Jan. 6, 1998.

² GEO: Geosynchronous Earth orbit-approx. 22,300 miles above the equator.

³ LEO: Low Earth Orbit- from 100-1000 nautical miles.

⁴ License issued to Alaska Aerospace Development Corporation for the Kodiak Launch Complex.

United States Commercial Space Launch Schedule, CY 2000

Payload (Country)/ Description	Launch Company/ Vehicle	Launch Date/ Launch Site	Status
HISPASAT-1C (Spain) Comm. Satellite	Lockheed Martin Atlas IIAS	February 3, 2000 Cape Canaveral, FL	Successful (2/3/00)
Globalstar 7(US) LEO Comm. Satellite	The Boeing Co. Delta 7420	February 8, 2000 Cape Canaveral, FL	Successful (2/8/00)
ICO (International) Comm. Satellite	Sea Launch Company Zenit-3SL	March 12, 2000 Pacific Ocean Platform	Launched ¹ (3/12/00)
Eutelsat W4 (Int'l) Comm. Satellite	Lockheed Martin Atlas IIAS	May 24, 2000 Cape Canaveral, FL	Successful (5/24/00)
TSX-5 (US) Scientific Satellite	Orbital Sciences Corp. Pegasus XL	June 6, 2000 Vandenberg AFB, CA	Successful (6/6/00)
ECHOSTAR VI (US) Comm. Satellite	Lockheed Martin Atlas IIAS	3 rd Quarter 2000 Cape Canaveral, FL	
PAS 9 (US) Comm. Satellite	Sea Launch Co. Zenit-3SL	3 rd Quarter 2000 Pacific Ocean Platform	
HETE II (US) Scientific Experiment	Orbital Sciences Corp. Pegasus XL	3 rd Quarter 2000 Kwajalein Missile Range ²	
CATS³ (US) LEO Comm. Satellite	Society of Amateur Scientists Sassy Flea	3 rd Quarter 2000 Vandenberg AFB, CA	
ICO A2 (Int'l) Comm. Satellite	Lockheed Martin Atlas IIAS	3 rd Quarter 2000 Cape Canaveral, FL	
Thuraya-1 (UAE) Comm Satellite	Sea Launch Co. Zenit-3SL	3 rd Quarter 2000 Pacific Ocean Platform	
ICO D1 (Int'l) Comm. Satellite	The Boeing Co. Delta III	4 th Quarter 2000 Cape Canaveral, FL	
DIRECTV-5 (US) Comm. Satellite	Lockheed Martin Atlas IIAS	4 th Quarter 2000 Cape Canaveral, FL	
ICO D2 (Int'l) Comm. Satellite	The Boeing Co. Delta III	4 th Quarter 2000 Cape Canaveral, FL	
ICO A1 (Int'l) Comm. Satellite	Lockheed Martin Atlas IIAS	4 th Quarter 2000 Cape Canaveral, FL	

As of 6/22/00

Source: AST-200
267-8308

United States Commercial Space Launch Schedule, CY 2000

Payload (Country)/ Description	Launch Company/ Vehicle	Launch Date/ Launch Site	Status

¹ The Zenit experienced an upper stage anomaly and the ICO satellite did not achieve orbit.

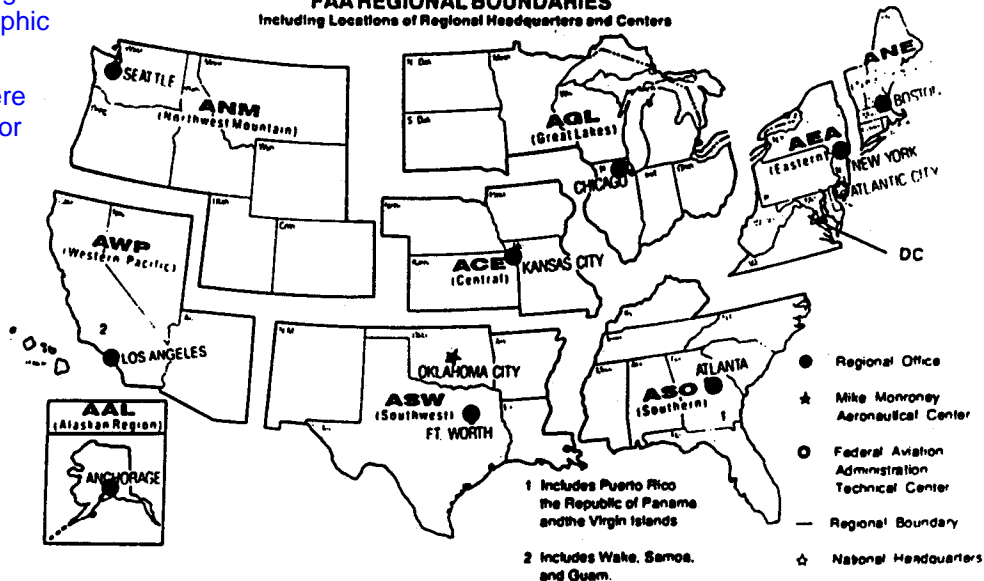
² Located in the Republic of the Marshall Islands

³ CATS—Cheap Access to Space: A prize \$250,000 will be awarded to the first private team that launches a 2 kilogram payload into space, to an altitude of 200 km or higher, within the next 3 years.

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**U.S. DEPARTMENT OF TRANSPORTATION
Federal Aviation Administration
FAA REGIONAL BOUNDARIES**
Including Locations of Regional Headquarters and Centers



Major Work Force Employment

	Employment ¹				
	FY98	FY99	FY 00	% Change	Actual Change
Air Traffic Controller Work Force	17,728	17,639	17,547	-0.5%	-92
ATCS ² (bargaining unit employees)	14,966	14,902	14,904	0.0%	2
Traffic Management Supervisor (TMC)/ Supervisory TMC ²	702	770	746	-3.1%	-24
Operations Supervisors ²	2,060	1,967	1,897	-3.6%	-70
Flight Service Stations	3,104	3,017	2,976	-1.4%	-41
Field Maintenance (210-211 only)	8,338	8,070	7,830	-3.2%	-240
Security Work Force (Airport Security New Hires)	1,167 [275]	1,136	1,136	-2.7%	0
Airports Work Force	478	480	440	0.4%	-40
Research & Acquisition Work Force ³	1,963	1,991	1,945	1.4%	-46
Aircraft Certification	1,024	980	992	-4.3%	12
Flight Standards Work Force	4,506	4,357	4,206	-3.3%	-151

¹ Full time permanent appointments (operations direct).

² Included in Air Traffic Controller Work Force Total.

³ Includes direct operations, F&E, and R,E&D.

Source: APF-100
267-9946

As of: 9/30/00

FAA Resources

FAA Employment (Permanent Employees)¹

	FY 98	FY 99
Line of Business		
Air Traffic Services (ATS).....	35,789	35,732
Regulation and Certification (AVR).....	5,721	6,030
Civil Aviation Security (ACS).....	1,175	1,156
Airports (ARP).....	483	490
Research and Acquisitions (ARA).....	1,899	1,902
Comm. Space Transportation (AST)....	28	30
Administration (AAD).....	3,073	NA
Staff Offices.....	631	3,728
Total.....	48,799	49,068
Region/Center/Headquarters (included in above total)		
Aeronautical Center.....	1,609	1,605
Alaskan.....	1,449	1,424
Central.....	2,528	2,506
Eastern.....	5,480	5,420
Great Lakes.....	6,149	6,620
New England.....	1,965	1,937
Northwest Mountain.....	4,270	4,237
Southern.....	7,792	7,777
Southwest.....	5,415	5,387
Western-Pacific.....	5,747	5,653
Washington Headquarters (only) ²	3,631	3,665
Washington Headquarters Field ³	1,794	1,851
Technical Center.....	970	986

¹ Full time permanent and part time permanent employees only.

² Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

³ Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.)

Source: APF-100

As of: 9/30/99

267-9946

FAA Percent Minority & Female Employment¹

Lines of Business/Region/Center/Headquarters	% Minority		%Female	
	FY 98	FY 99	FY 98	FY 99
AirTraffic Services (ATS).....	15.93	16.20	18.63	18.74
Regulation and Certification (AVR).....	16.99	17.18	29.26	28.73
Civil Aviation Security (ACS).....	26.29	27.59	41.53	42.47
Airports (ARP).....	25.05	24.48	39.33	39.79
Research and Acquisitions (ARA).....	27.33	27.28	37.54	38.06
Commercial Space Transportation (AST).....	39.28	36.66	21.42	23.33
Administration (AAD).....	30.84	NA	52.91	NA
Staff Offices.....	35.02	31.44	52.45	52.80
Total.....	18.04	18.27	23.97	24.08
Aeronautical Center.....	23.79	23.73	40.84	41.43
Alaskan.....	14.07	14.18	25.94	26.05
Central.....	12.81	13.40	24.48	24.66
Eastern.....	14.68	14.74	18.83	19.05
Great Lakes.....	10.76	10.87	19.93	20.25
New England.....	8.24	8.05	21.11	21.21
Northwest Mountain.....	11.49	11.70	22.36	22.42
Southern.....	19.00	19.72	19.95	20.23
Southwest.....	19.66	19.82	20.79	20.62
Western-Pacific.....	26.83	27.79	21.03	20.78
Washington Headquarters (only) ²	32.91	32.85	46.18	46.27
Washington Headquarters Field ³	15.68	15.77	29.74	29.55
Technical Center.....	21.23	20.99	32.06	32.96

¹ Full-time permanent, and part-time permanent employees only (FTE 1111 & 1132).

² Washington Headquarters employees physically located in FOB-10A and surrounding areas (i.e. Portals, Market Square, etc.).

³ Washington Headquarters employees physically located in the Field (i.e. Technical Center, Aeronautical Center, etc.).

As of: 9/30/99

Source: APF-100

267-9946

Labor Relations

	BARGAINING UNITS	LABOR AGREEMENTS	EMPLOYEES REPRESENTED
Unions.....	49	17	37,986
AFGE.....	13	5	1,400
AFSCME (HQ).....	5	0	2,200
LIUNA.....	1	1	150
NAATS.....	1	1	2,400
NAGE.....	3	1	400
NATCA (AT).....	3	1	15,700
NATCA (AF).....	5	1	1,400
NATCA (HQ).....	6	0	1,511
NFFE.....	2	2	1,000
NUDAI.....	1	0	25
PAACE.....	3	2	400
PASS (AF/AEA).....	1	1	7,500
PASS (AVN).....	1	1	250
PASS (AFS).....	3	1	3,500
PASS (AIR).....	1	0	150
AFGE	--American Federation of Government Employees		
AFSCME	--American Federation of State, County, and Municipal Employees		
LIUNA	--Laborer's International Union of North America		
NAATS	--National Association of Air Traffic Specialists		
NAGE	--National Association of Government Employees		
NACTA	--National Air Traffic Controllers Association		
NFFE	--National Federation of Federal Employees		
NUDAI	--National Union of Drug Abatement Inspectors		
PAACE	--Professional Association of Aeronautical Center Employees		
PASS	--Professional Airway System Specialists		

FAA Finances

(In Millions of Dollars)

FY 1999 FY 2000 FY 2001

	Actual	Est.	Est.
Budget Authority		¹	
Grants-In-Aid (Obligation Limitation).....	1,950	1,846	1,950
Research, Engineering, & Developm.....	150	156 ²	184
Facilities and Equipment.....	2,121	2,045	2,495
Operations.....	5,586	5,893	6,592
Total.....	9,807	9,940	11,221
Obligations Incurred--Operations			
Appropriation by Budget Activity			
Air Traffic Services.....	4,351	4,657	5,210
Regulation and Certification.....	619	644	692
Civil Aviation Security.....	120	131	144
Airports.....	48	0	0
Research and Acquisitions.....	78	176	197
Commercial Space Transportation... ..	6	7	13
Administration.....	264	0	0
Regional Coordination.....	0	95	0
Human Resources.....	0	53	0
Financial Services.....	0	39	0 ³
Staff Offices.....	84	76	336
Essential Air Service.....	0	32	0
Total.....	5,570	5,912	6,592
Airport Grant Obligations (NET)			
Primary Airports & Cargo.....	514	612	613
States/Territories/Insular/Alaska Sup.....	356	353	360
Entitlements.....	0	136	136
Discretionary Fund.....	1,080	750	781
Total.....	1,950	1,851	1,890
Total FAA Outlays.....	9,507	9,748	10,558
Trust Fund Receipts from Excise Taxes			
Passenger Ticket Tax.....	5,941	4,850	4,911
Passenger Flight Segment Tax.....	1,339	1,594	1,809
Waybill Tax.....	412	443	479
Fuel Tax	1,009	854	878
International Departure/Arrival Tax... ..	1,484	1,286	1,367
Rural Airports Tax.....	57	54	57
Frequent Flyer Tax.....	149	141	144
Aviat. User Fees, Legislative proposi.....	0	0	965
Interest on Investment.....	698	762	800
Offsetting Collections.....	32	165	167
Total.....	11,121	10,149	11,577

Numbers may not add due to rounding.

Source: ABU-100

1/ Includes 2000 supplemental request.

267-9070

2/ Reflects \$30 million rescission.

3/ The budget reflects the consolidation of Region/Center

Operations, Human Resources, and Financial Services into Staff Offices in FY 2001

FAA Facilities and Aircraft

(As of December 31)

	1999	1998	1997
Air Navigation Facilities			
VHF Omnidirectional Radio Range ¹	1,026	977	976
Instrument Landing System-LOC ¹	1,248	1,067	1,044
Approach Light System.....	113	108	106
Runway End Identification Light.....	804	761	753
Runway Visual Range Equipment.....	335	363	417
Visual Approach Slope Indicator.....	1,227	1,257	1,273
Air Traffic Control Facilities			
Air Route Traffic Control Center.....	21	21	21
Airport Traffic Control Tower.....	492	467	462
Automated Radar Terminal System....	195	194	197
Flight Service Station.....	77	76	77
Airport Surveillance Radar-Terminal...	235	233	232
Air Route Surveillance Radar-Enroute	120	125	123
Remote Center Air-Ground Facilit ¹	712	714	742
Remote Communications Outlet.....	1,733	1,716	1,702
Direction Finder Equipment.....	132	139	143
FAA Aircraft*	49	48	48

¹Includes Commissioned and Tested

Source: AOP-200
267-5928
AFP-100*

As of: 12/31/99

405-954-6233

FAA Officials

Washington Headquarters

Routing Symbol	Officials
AOA	Administrator Jane F. Garvey, 267-3111 Carl Burleson, Chief of Staff, 267-3111
ADA	Deputy Administrator Monte R. Belger (Actg.), 267-8111 Shirley S. Miller (Actg.), Executive Assistant, 267-8111
AOZ	<i>Free Flight Phase 1</i> <i>Director, Charles E. Keegan, 220-3300</i>
AIO	Assistant Administrator for Information Services Daniel J. Mehan, CIO, 493-4570 Deputy, Arthur Pyster, 493-4570
AIS	<i>Office of Information Systems</i> <i>Director, Raymond M. Long, 267-7104</i>
ASY*	Assistant Administrator for System Safety Christopher A. Hart, 267-3611 Deputy, Daniel C. Hedges, 267-3611
AGC*	Chief Counsel Thomasenia Duncan (Designee), 267-3222 Deputy, James Whitlow, 267-3773
ACR	Assistant Administrator for Civil Rights Fanny Rivera, 267-3254 Deputy, Barbara A. Edwards, 267-3264
AGI*	Asst. Administrator for Government & Industry Affairs Suzanne Sullivan, 267-3277 Deputy, Vacant, 267-8211
APA*	Assistant Administrator for Public Affairs Eliot Brenner, 267-3883 Deputy, Laura Brown, 267-3883
API*	Asst. Administrator for Policy, Planning, and Intl. Aviat. Louise E. Maillett (Actg.), 267-3033 Deputy, Lynne Osmus (Actg.), 267-3927
APO	<i>Office of Aviation Policy and Plans</i> <i>Director, John M. Rodgers, 267-3274</i>
AEE	<i>Office of Environment and Energy</i> <i>Director, James D. Erickson, 267-3576</i>
AIA*	<i>Office of International Aviation</i> <i>Director, Eugene Ross Hamory, 267-8112</i>
ARC*	Assistant Administrator for Region/Center Operations Ruth Leverenz, 817-222-5001 / 202-267-7369

FAA Officials

Washington Headquarters--(Cont)

Routing Symbol	Officials
ABA	Assistant Administrator for Financial Services Donna R. McLean, CFO, 267-9105 Deputy, John F. Hennigan, 267-8928
ABU	<i>Office of Budget</i> <i>Director, J. Brian Riley, 267-8010</i>
AFM	<i>Office of Financial Management</i> <i>Director, Patrick J. Heidenthal (Actg.), 267-7112</i>
APF*	<i>Office of Performance Management</i> <i>Director, Tim Lawler (Actg.), 267-7140</i>
AHR	Assistant Administrator for Human Resource Management Glenda Tate, 267-3456 Deputy, Mary Ellen Dix, 267-3850
AHP	<i>Office of Personnel</i> <i>Director, Roger M. Edwards, 267-3850</i>
AHL	<i>Office of Labor & Employee Relations</i> <i>Director, Raymond B. Thoman, 267-3979</i>
AHD*	<i>Office of Organization, Learning & Development</i> <i>Director, Paul Longenbach, 267-9041</i>
AHM*	<i>Center for Management Development</i> <i>Director, Woodie Woodward, 904-446-7136</i>
AHA	<i>Office of the Accountability Board</i> <i>Director, Barbara J. Smith, 267-8015</i>
AST	Assoc. Adm. for Commercial Space Transportation Patricia Grace Smith, 267-7793 Deputy, Joseph A. Hawkins, 267-7848
ARP	Associate Administrator for Airports Woodie Woodward (Actg.), 267-9471 Deputy, Paul L. Galis, 267-8738
APP	<i>Office of Airport Planning & Programming</i> <i>Director, Catherine M. Lang, 267-8775</i>
AAS	<i>Office of Airport Safety and Standards</i> <i>Director, David L. Bennett, 267-3053</i>
ACS*	Associate Administrator for Civil Aviation Security William S. Davis (Actg.), 267-9863 Deputy, William S. Davis, 267-3969
ACI	<i>Office of Civil Aviation Security Intelligence</i> <i>Director, Patrick T. McDonnell, 267-9075</i>
ACU*	<i>Office of Civil Aviation Security Operations</i> <i>Director, Lee Longmire (Actg.), 267-8537</i>
ACP	<i>Office of Civil Aviation Security Policy and Planning</i> <i>Director, Jan Brecht-Clark, 267-8058</i>

FAA Officials

Washington Headquarters--(Cont.)

Routing Symbol	Officials
AVR	Associate Administrator for Regulation & Certification Thomas E. McSweeney, 267-3131 Deputy, Peggy Gilligan, 267-7804
AAI	<i>Office of Accident Investigation</i> <i>Director, Steven B. Wallace, 267-9612</i>
AIR	<i>Aircraft Certification Service</i> <i>Director, Elizabeth Erickson, 267-8235</i>
AAM	<i>Office of Aviation Medicine</i> <i>Director, Jon L. Jordon, MD, 267-3535</i>
AFS	<i>Flight Standards Service</i> <i>Director, L. Nicholas Lacey, 267-8237</i>
ARM	<i>Office of Rulemaking</i> <i>Director, Anthony F. Fazio, 267-9677</i>
ATS	Associate Administrator for Air Traffic Services Steven J. Brown (Actg.), 267-7111 Deputy, Peter H. Challan, 267-3133
AAT	<i>Air Traffic Service</i> <i>Director, Ronald E. Morgan, 267-3666</i>
AAF	<i>Airway Facilities Service</i> <i>Director, Alan Moore, 267-8181</i>
ASC	<i>Office of System Capacity and Requirements</i> <i>Director, Paula R. Lewis, 267-7370</i>
ATQ	<i>Independent Operational Test and Evaluation</i> <i>Director, A. Martin Phillips, 267-3341</i>
ARS	<i>Air Traffic System Requirements Service</i> <i>Director, James H. Washington, 493-0248</i>
ARA	Associate Administrator for Research and Acquisitions Steven Zaidman, 267-7222 Deputy, Dennis DeGaetano, 267-7222
ASU	<i>Office of Acquisitions</i> <i>Director, Gilbert B. Devey, 267-8513</i>
AUA	<i>Office of Air Traffic Systems Development</i> <i>Director, William Voss, 493-0237</i>
AAR	<i>Office of Aviation Research</i> <i>Director, Herman Rediess, Ph.D., 358-5236</i>
AND	<i>Office of Communications, Navigation, & Surveillance Sys.</i> <i>Director, Carl McCullough, 267-3555</i>
ASD	<i>Office of System Architecture and Investment Analysis</i> <i>Director, John A. Scardina, 358-5238</i>
ABZ	<i>Office of Business Management</i> <i>Director, Lauraline Gregory, 267-3616</i>

Duty Officer

(202) 267-3333

FAA Officials

Major Field Organizations

Routing Symbol	Officials
AAL	Alaskan Region, Regional Administrator Patrick N. Poe, 907-271-5645 222 West 7th Avenue, Box 14 Anchorage, Alaska 99513-7587 Duty Officer, 907-271-5936
ACE	Central Region, Regional Administrator John E. Turner, 816-329-3050 901 Locust Kansas City, Missouri 64106 Duty Officer, 816-329-3000
ACT	William J. Hughes Technical Center, Director Anne Harlan, 609-485-6641 Atlantic City International Airport New Jersey 08405 Duty Officer, 609-485-6482
AEA	Eastern Region, Regional Administrator Arlene B. Feldman, 718-553-3000 1 Aviation Plaza 159-30 Rockaway Blvd. Jamaica, New York 11434-4809 Duty Officer, 718-553-3100
AGL	Great Lakes Region, Regional Administrator Cecelia Hunziker, 847-294-7294 2300 East Devon Avenue Des Plaines, Illinois 60018 Duty Officer, 847-294-8400
AMC	Mike Monroney Aeronautical Center, Director Lindy Ritz, 405-954-4521 6500 South MacArthur Oklahoma City, Oklahoma 73125 Duty Officer, 405-954-3583

FAA Officials

Major Field Organizations--(Cont.)

Routing Symbol	Officials
ANE	New England Region, Regional Administrator Robert S. Bartanowicz, 781-238-7020 12 New England Executive Park Burlington, Massachusetts 01803 Duty Officer, 781-238-7001
ANM	Northwest Mountain Region, Regional Administrator Larry Andriesen, 425-227-2001 1601 Lind Avenue, S.W. Renton, Washington 98055-4056 Duty Officer, 425-227-2000
ASO	Southern Region, Regional Administrator Carolyn Blum, 404-305-5000 1701 Columbia Avenue College Park, Georgia 30337 Duty Officer, 404-305-5180
ASW*	Southwest Region, Regional Administrator Ruth Leverenz, 817-222-5001 2601 Meacham Blvd. Ft. Worth, Texas 76137-4298 Duty Officer, 817-222-5006
AWP	Western-Pacific Region, Regional Administrator William C. Withycombe, 310-725-3550 15000 Aviation Boulevard Hawthorne, California 90261 Duty Officer, 310-725-3300

FAA Officials

International Area Offices

Routing Symbol	Officials
AEU*	Europe, Africa, & Middle East Area Office, Director Paul Feldman (Actg.), 011.32.2.508.2700 American Embassy, Brussels PSC 82 Box 002 APO AE 09724-1011
ALC	Latin America & Caribbean Area Office, Director Joaquin Archilla, 305-716-3300 8600 NW 36th Street Miami, FL 33166
APC*	Asia-Pacific Area Office, Director David L. Knudson (Actg.), 011.65.543.1466 American Embassy 27 Napier Road Singapore 258508

FAA STRATEGIC PLAN

SAFETY

GOAL: *By 2007, reduce U.S. aviation fatal accident rates by 80% from 1996 levels.*

Outcome Measures:

Fatal Aircraft Accident Rate: By 2007, reduce the U.S. aviation fatal accident rate per aircraft departure, as measured by a three-year moving average, by 80 percent from the three-year average of 1994-96.

Overall Aircraft Accident Rate: Reduce the rate per aircraft departure.

Fatalities and Losses by Type of Accident: Reduce the number and type of fatalities and losses from accidents that occur for each major type of accident.

Occupant Risk: Reduce the risk of mortality to a passenger or flight crew member on a typical flight.

Strategic Focus Areas:

Regulatory Reform: Implement a regulatory process that is timely, responsive, and consistently applied.

Safety information Sharing and Analysis: Develop partnerships with the aviation community to share data and information supporting safe, secure aviation.

Surveillance/Inspection: Develop new approaches to working with others on inspection and surveillance and targeting FAA resources where they will do the most good.

Accident Prevention: Based on detailed root cause analysis, prevent accidents before they happen through appropriate, targeted, systematic interventions in the aviation system.

Security

GOAL: *Prevent security incidents in the aviation system.*

Outcome Measures:

Explosive Device and Weapons Detection: Increase ability to detect improvised explosive devices (through use of simulants) and weapons with no significant increase in operational impact - in checked and carry-on baggage and on the person.

Compliance with Security Requirements: Increase as measured by compliance audits.

Risk and Vulnerability at Airports and Airway Facilities: Reduce as measured by risk assessments.

Strategic Focus Areas:

New Security Baseline: Continue to improve the baseline security system for civil aviation.

Performance and Procedures: Maximize the performance capability of people working in security for air carriers and airport operators and at FAA facilities.

Information Security Architecture: Develop a systematic information security architecture that describes the future NAS information security system FAA will build toward.

SYSTEM EFFICIENCY

GOAL: Provide an aerospace transportation system that meets the needs of users and is efficient in the application of FAA and aerospace resources.

Outcome Measures:

System Flexibility: Reduce total number of published ATC preferential routes by 7%.

User Access: Reduce the average call waiting times for Automated Flight Service Stations (AFSS) by 20%.

System Delays: Reduce the rates of volume and equipment related delays by 20%.

Strategic Focus Areas:

NAS Modernization: Using the NAS Architecture as the guideline, continually refine and update the NAS to achieve efficient aerospace systems and operations.

Free Flight: Within safety consideration, work toward giving aircraft the opportunity to fly in the way that gives them the most benefit as they define it.

Systems Integration: Integrate airport and commercial space requirements into NAS planning and architecture.

ENABLING GOALS:

People: The Foundation of Accomplishment

Provide a model work environment supporting the productive, diverse, and highly skilled workforce needed to carry out the FAA mission into the twenty-first century. To accomplish this, FAA will focus on:

Intellectual Capital

Managing the Diverse Work Force

Quality of Work Life

Reform: The Framework for Accomplishment

Fundamentally change the way the FAA operates by implementing personnel and acquisition reform and pursuing financial reform. FAA will focus on:

Acquisition Reform

Personnel Reform

Financial Reform

The Environment: Our Responsibility

Address what may represent the single greatest challenge to the continued growth and prosperity of civil aerospace as we enter the twenty first century, focusing on:

Understanding Aerospace Environmental Impacts

Reducing Aerospace Environmental Impacts of FAA Activities

Quantify and Mitigate Environmental Impacts of FAA Activities

Global Leadership: Commitment to Worldwide Improvements

Improve safety, security and system efficiency globally through:

International Safety Oversight

Global Safety Action Plan

NOTES